

National Park Service
U.S. Department of the Interior

Golden Gate National Recreation Area
San Francisco, California



EXPERIENCE YOUR AMERICA™

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A wide-angle photograph of the Golden Gate National Recreation Area at sunset. The scene is bathed in a warm, golden light. In the foreground, a white building with a blue roof and several palm trees are visible on the left. A paved path winds through a green field on the right, with a few people walking. In the middle ground, a sandy beach meets the ocean, with waves breaking. The background shows the city of San Francisco built on a hillside, with its buildings silhouetted against the bright, hazy sky. The sun is low on the horizon, creating a dramatic glow and long shadows.

GOLDEN GATE

NATIONAL RECREATION AREA

REPORT TO THE COMMUNITY



PARKS FOR PEOPLE

Golden Gate National Recreation Area, Muir Woods National Monument, and Fort Point National Historic Site—together, known as the Golden Gate national parks—offer a national park experience to a diverse urban population while preserving and interpreting the parks' outstanding natural, historic, scenic, and recreational resources. These are parks for all people—parks as dynamic as the Bay Area community that surrounds them, as varied as the visitors who travel the world over to see their sights.



2014 REPORT TO THE COMMUNITY

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FROM THE SUPERINTENDENT

What began as an experiment over 40 years ago—to provide national park experiences and programs to urban populations—has certainly come of age. The Golden Gate national parks—Muir Woods National Monument, Fort Point National Historic Site, and Golden Gate National Recreation Area—provide spectacular places for inspiration, learning, and enjoyment. They are not only iconic destinations for people from around the world; they are an integral part of the quality of life in the Bay Area.

This **Report to the Community** is a summary of our efforts as stewards of these parks from 2011 to mid-2014. We hope you find it helpful and informative.

In 2013, the Golden Gate national parks saw more visitors than any other park in the National Park Service system—nearly 17 million. Our community of 7 million Bay Area neighbors—and many national and international visitors—frequent the parks throughout the year. The popularity of the parks presents many opportunities, but also comes with challenges in balancing the preservation and enjoyment of those areas. The National Park Service mission includes both goals: protect and preserve resources for future generations, and enhance the enjoyment of today's visitors.

Here at Golden Gate, we are fortunate to have one of the finest park staff teams in the National Park Service. And our numer-

ous park partners, particularly the Golden Gate National Parks Conservancy, significantly enhance our efforts to accomplish much more than would be possible with government funding alone.

As you will see in the following pages, these parks are so much more than statistics or financial statements. The parks have become part of the heart and soul of the Bay Area community.

As we prepare for the Centennial of the National Park Service in 2016, we ask for your continued interest and participation in creating a future for the Golden Gate national parks that inspires the next generation of park stewards and ensures that these parks remain relevant in the years to come. Together, we have much more to do.



Frank Dean
Superintendent



With a founding mission of bringing parks to the people, the Golden Gate national parks serve the dual purpose of providing a haven for outdoor recreation while also preserving some of the most spectacular scenic, natural, and historic sites along the California coast.

For some visitors, these parks represent a gateway to the national park system, with internationally treasured destinations such as Alcatraz and Muir Woods easily accessible from anywhere in the bustling Bay Area. For others, the parks provide a daily retreat from urban living, whether through a walk on a ridge-top or a jog along the coast. With 35 distinct sites across three counties, the parks offer countless opportunities for visitors to explore and enjoy their public lands.

In addition to these recreational benefits, the parks are home to a wealth of biodiversity, from endangered coho salmon to the colorful cones of lupine flowers that blanket the hills. Included within the UNESCO Golden Gate International Biosphere Reserve, the park lands span more than 80,000* acres, encompassing 19 ecosystems in 7 distinct watersheds.

Beyond these natural wonders, the parks also boast an abundance of cultural and historic assets: Native American settlement sites overlap with remnants of Spanish exploratory missions

*Total acreage within the parks' legislated boundaries. Some portions of the parks are managed by interagency partners, such as the California Department of Parks and Recreation and the City and County of San Francisco. Accounting for those arrangements, the Golden Gate national parks actively manage roughly 20,000 acres.

while World War II-era military fortifications line the coast. With 5 National Historic Landmark Districts and 13 National Register properties within the parks' boundaries—as well as one of the largest museum collections in the National Park Service—the parks serve as a living monument to the rich history of this region and its people.

This fusion of natural wonders, historic legacy, and varied recreational opportunities makes for a fascinating study in the relationship between people and their public lands. But it is more than the setting that distinguishes these parks. Composed of noncontiguous properties throughout a populous urban corridor, the parks face opportunities and challenges unlike those of more traditional national park environments. This particular composition has shaped park operations in meaningful ways. It drives a deep commitment to partnership and community engagement as central tenets of the parks' stewardship strategy, and has inspired an appreciation for flexibility, creativity, and innovation in managing these lands.

The National Park Service's vision is of thriving parks that balance recreation with responsibility. Everyone who visits these parks—once in a lifetime or every day—is part of making that vision a reality, today and for years to come.



National Park Service U.S. Department of the Interior

The National Park Service exists to preserve unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. It cooperates closely with partners and volunteers to achieve this mission.

Founded in 1916 through the passage of the National Park Service Organic Act in Congress, the National Park Service oversees the 401 national park units that span the United States, including the three administered jointly here. All told, the area within the national park system totals more than 84 million acres and hosts upwards of 270 million visitors each year.

The National Park Service is a bureau of the Department of the Interior and makes its headquarters in Washington, D.C. It employs over 20,000 people nationwide.

ABOUT THE GOLDEN GATE NATIONAL PARKS



THE PARKS BY THE NUMBERS

16,834,558

annual visitors in 2013—
the most of any of the 401
National Park Service units



1,995,313

square feet of building
space, including 366 historic
structures



2,300 species of
plants, animals, and other organisms
according to the BioBlitz
2014 count



370 inventoried arche-
ological sites, with
an estimated 130 more still
to be unearthed



287 National Park Ser-
vice employees,
including permanent and
seasonal staff (not including
the U.S. Park Police)



91 miles of bay and
ocean shoreline from
Marin to San Mateo



MAJOR MILESTONES

A snapshot of recent parkwide achievements





LOWER REDWOOD CREEK RESTORATION Current efforts on this major ecosystem restoration project concluded in December 2013 with the reopening of Muir Beach. The overhaul included relocation of the parking lot to the edge of the floodplain, construction of new picnic and restroom facilities, and rerouting of beach access via a pedestrian bridge and trail that allow for native dune restoration. These enhancements have restored fragile habitat for endangered species like coho salmon and California red-legged frog and contributed to improved water quality in the area. The project supports a larger vision to restore the Redwood Creek Watershed driven by the Redwood Creek Watershed Collaborative and the newly-formed Tamalpais Lands Collaborative. The Golden Gate national parks are proud to be a part of both initiatives alongside a number of important partners.

MARIN HEADLANDS ACCESS IMPROVEMENTS

This \$20 million roadway repair project in the Marin Headlands, conducted over several years in close collaboration with the Federal Highway Administration, brought 11 miles of critical public thoroughfares into top condition with improvements to roadway surfaces, drainage, and directional signage. In addition to restoring natural and cultural landscapes, the resulting system better integrates public transit options and provides safer access for cyclists and pedestrians while still maintaining the roads' historic character.



RANCHO CORRAL DE TIERRA A 4,000-acre parcel acquired from the Peninsula Open Space Trust in 2011, this expansive tract in San Mateo County represents one of the largest single land additions in the parks' history. To date, the National Park Service has completed an interim trail plan and launched a community engagement program complete with a newsletter, community meetings, trail maps, and volunteer work days. Substantial additional investments are planned for the years ahead.



GENERAL MANAGEMENT PLAN The completion of this long-range planning document concludes a multi-year public process. The plan, informed by years of research, public comment, and detailed analysis, provides an overarching framework to guide park management well into the future.



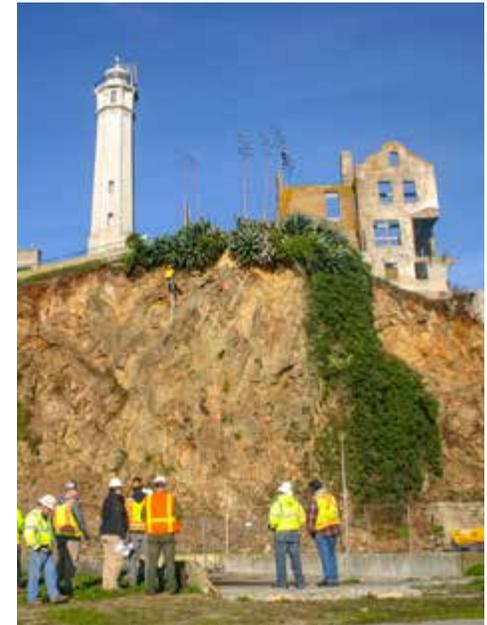
ACCESSIBILITY IMPROVEMENTS The Golden Gate national parks are committed to integrating accessibility into the fiber of park services, from facilities to education. In recent years, the parks have introduced three-dimensional tactile topographic models at Muir Woods, Muir Beach, and Lands End provide a new way for visitors to experience the landscape; upgraded trails and pathways throughout the parks; and made primary brochures available in large print, Braille, and Audio Described formats. These efforts are just the beginning.



BIOBLITZ Over the past year, the parks mobilized for the first-ever parkwide BioBlitz event—a 24-hour species count carried out in partnership with the National Geographic Society and Golden Gate National Parks Conservancy. The event took place in March of 2014 and drew over 300 scientists and 2700 youth volunteers to work through rain and shine conducting 250 inventories, including an exploration of Muir Woods redwood canopy.



ALCATRAZ PRESERVATION AND STEWARDSHIP In partnership with the Parks Conservancy, the parks established an Alcatraz Stewardship Program to respond to complex, critical historic preservation needs on the island. Recently completed projects include the stabilization of the cliff below the Warden's House and restoration of historic metalwork on the Dock Guard Tower. These projects build upon earlier work, such as stabilizing and restoring the iconic Water Tower, and lay the foundation for ongoing improvements that will span the next several years on the island.



DAILY OPERATIONS Despite lean staffing, the parks' operating divisions maintained trails, cleaned restrooms, serviced electrical and water infrastructure, and tended lawns and gardens to keep the park lands in excellent condition. They also provided law enforcement and safety services for nearly 300 National Park Service employees and 17 million visitors.



ART IN THE PARKS This program, formalized in partnership with the Parks Conservancy and Headlands Center for the Arts, introduces an assortment of events and exhibits to bring visual and performing arts—and the people who love them—into the parks. The program builds on past projects like the Di Suvaro outdoor sculpture exhibit at Crissy field, Shakespeare in the Park at Fort Point by the We Players, and the Dream Rocket Youth Art Project. Upcoming attractions include a multi-media exhibition on Alcatraz by celebrated artist and activist Ai WeiWei.



LANDS END LOOKOUT This award-winning visitor facility, perched on the edge of a bluff overlooking the Pacific Ocean, is the most visible element of a concerted effort to revitalize Lands End undertaken over the last several years. In 2014, the Eagle's Point section of the Lands End trail was also rehabilitated in a stunning makeover.



POINT BONITA BRIDGE This 132-foot suspension bridge leading out to the famed Point Bonita Lighthouse reopened in 2012 after more than two years of repair. Faithfully reconstructed to maintain the original historic character, the bright new structure beckons visitors out to the lighthouse across the steep cliff face below.



GOLDEN GATE BRIDGE 75TH ANNIVERSARY IMPROVEMENTS In 2012, the Golden Gate Bridge celebrated its 75th anniversary with a series of events and activities held on and around this famous landmark. In preparation for the festivities, the National Park Service worked with key organizing partners—the Golden Gate Bridge District, the Presidio Trust, the Parks Conservancy, and the City and County of San Francisco—to provide enhanced infrastructure and exciting programming for the thousands of visitors who joined in the spectacle. Notable outcomes included opening the Golden Gate Bridge Pavilion visitor center and completing trail improvements on the Presidio Coastal Trail and the Golden Gate Bridge Overlook, with support from the Trails Forever campaign.



AMERICA'S CUP The 34th installment of this hugely popular sailing competition took place in September 2013 on the San Francisco Bay. The National Park Service worked diligently to prepare for the influx of spectators, conducting thorough environmental and cultural impact assessments prior to the event and ensuring that natural habitats and cultural resources were adequately protected for the duration of the races.



OVERVIEW OF PARK OPERATIONS



Although the Golden Gate National parks are comprised of three separate national park units—Golden Gate National Recreation Area, Muir Woods National Monument, and Fort Point National Historic Site—they are administered from a central headquarters at Fort Mason with key staff located at various sites throughout the parks. This allows for integrated cultural and natural resource protection while also facilitating a seamless visitor experience across all sites.

The staff of dedicated National Park Service professionals is organized into 11 divisions, each responsible for a specific functional area. The pages ahead provide an overview of each division's primary activities, along with noteworthy achievements from the latest fiscal year.

PARK DIVISIONS

- 🌀 Interpretation & Education
- 🌀 Visitor & Resource Protection
- 🌀 Cultural Resources
- 🌀 Natural Resources
- 🌀 Environmental & Safety Programs
- 🌀 Facility Management
- 🌀 Planning & Compliance
- 🌀 Project Management
- 🌀 Business Management
- 🌀 Communications & Partnerships
- 🌀 Administration

INTERPRETATION & EDUCATION

Telling the Parks' Story

The Interpretation and Education division is the parks' front line to the public. With a mission of providing opportunities for transformative national park experiences, the team engages local schools in curriculum-based education and delivers community outreach programs to diverse audiences, including those who have not traditionally visited their national parks.

Rangers lead formal interpretive programs, staff visitor centers, and provide interpretive media and materials that help visitors find meaning and reflect on the breadth of the parks' natural and cultural resources.

In 2013, the Interpretation and Education team finalized its Long Range Interpretative Plan, a document that will guide the division for years to come. This ambitious plan positions the Golden Gate national parks as a model for national parks in urban areas and a center for interpretation, education, and stewardship.

Additionally, the Interpretation and Education division launched a series of "Healthy Parks, Healthy People" programs; developed universally accessible tactile models at Lands End, Muir Woods, and Muir Beach; became regular participants in the annual San Francisco Chinese New Year parade; launched the Student Opportunity Center and Academic Internship program with San Francisco State University and City College of San Francisco; and created the Park Youth Collaborative with the Parks Conservancy and the Presidio Trust.

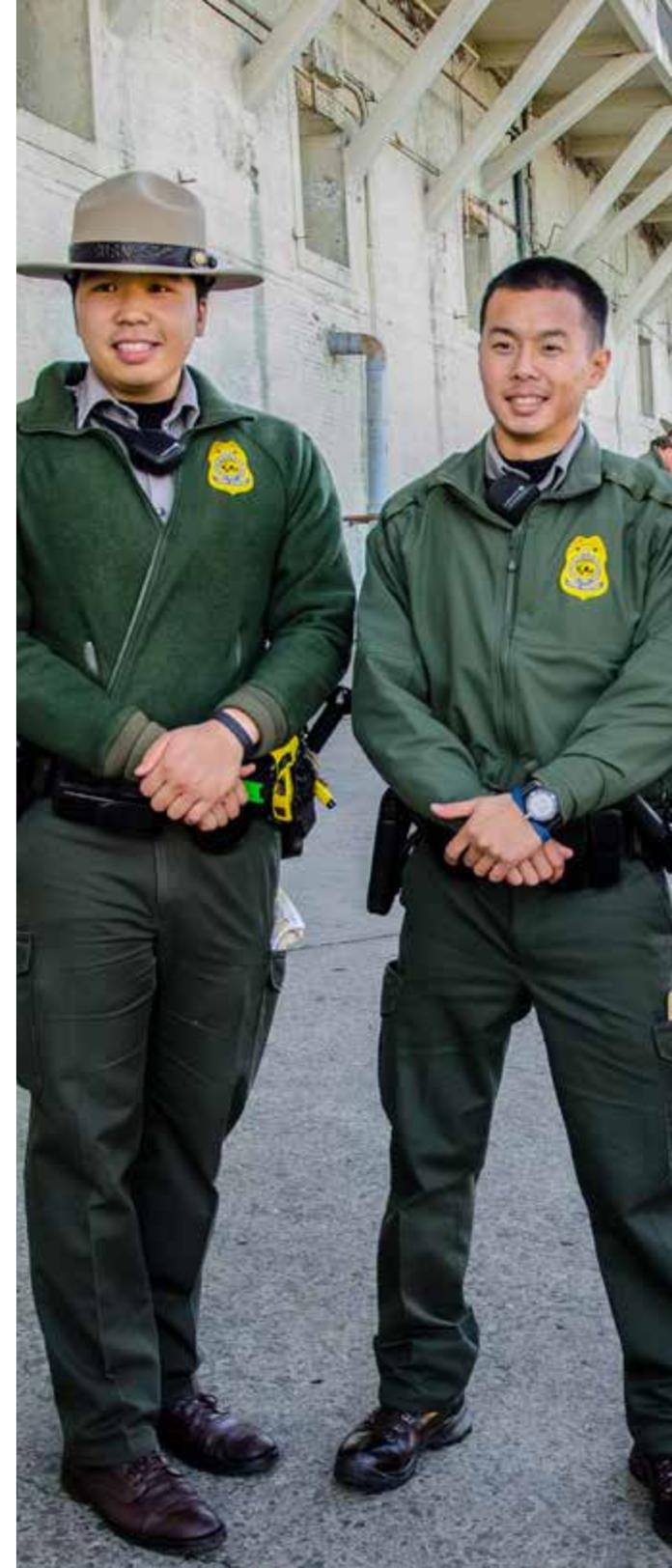
VISITOR & RESOURCE PROTECTION

Safeguarding the Parks

The Visitor and Resource Protection division consists of the law enforcement professionals who keep the parks safe. Patrolling the park lands and beaches, responding to alerts, and coordinating security for large-scale events such as America's Cup, this division of rangers, firefighters, lifeguards, forensic experts, electronics specialists, and investigators serve as protectors of the parks and the people who enjoy them.

In 2013, the Visitor and Resource Protection division developed a set of innovative programs to amplify their impact. The first of these, the Problem Solving Unit, creates issue-specific task forces that allow rangers to delve deeper into persistent problems that the entire division faces. Another, the Special Operations program, complements this effort by allowing rangers to design, plan, and execute special programs to tackle division priorities, such as promoting bicycle safety or stemming the tide of car break-ins in the parks.

To strengthen its relationship with the parks' residents and neighbors, the division also developed a Geographic Leadership program that matches rangers to designated areas within the parks. This program creates a long-term point of contact for any ongoing projects or issues that might arise in a specified location and helps to build a trusted National Park Service presence within the community.



CULTURAL RESOURCES

Stewards of the Parks' Heritage

The Cultural Resources division is responsible for managing, protecting, and promoting the parks' myriad cultural treasures, helping share the layered history of these lands with the public, and ensuring that the parks' heritage is preserved for generations to come.

Serving in a variety of roles such as project managers, consultants, and partner liaisons, the Cultural Resources team assists with preservation planning parkwide and leads the National Historic Preservation Act Section 106 review.

The division has professional staff in six cultural resource disciplines: history, historic structures, cultural landscapes, museum management, archeology and ethnography. Together, they ensure the proper identification, evaluation, preservation, and appropriate visitor use of the parks' historic places, structures, records, and other resources that tell the story of this remarkable place.

In 2013, the Cultural Resources team catalogued over 400,000 objects and conducted 115 project reviews to ensure compliance with Section 106 of the National Historic Preservation Act. They delivered several presentations to school and professional groups on topics of cultural and historical relevance and created new history and culture pages for the National Park Service website. They also supported rehabilitation work on Alcatraz, including compiling 40 years of archeological data in preparation for upcoming projects. Finally, they managed

the parks' work with the Concrete Preservation Institute, a partnership with a non-profit organization and the concrete industry.

NATURAL RESOURCES

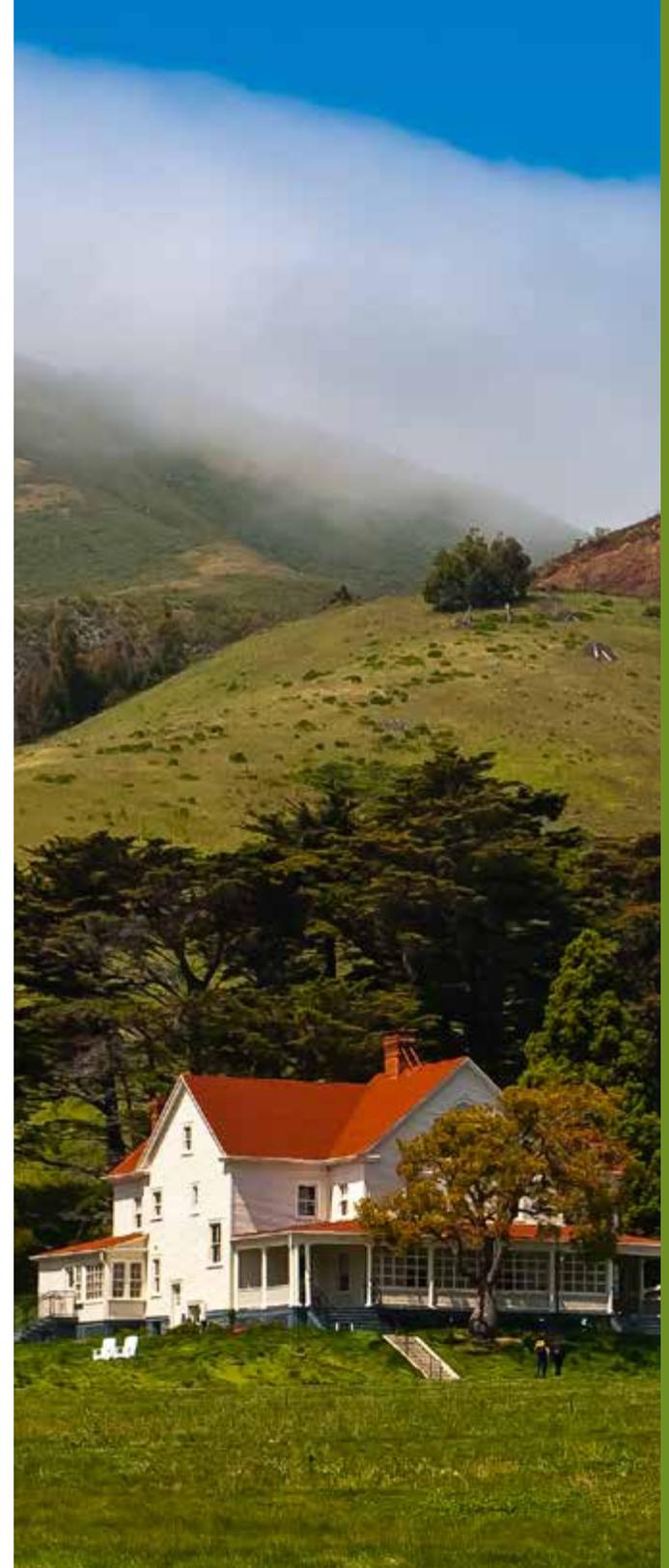
Protecting the Parks' Natural Wonders

The team of science professionals that make up the Natural Resources division is responsible for monitoring, protecting, and restoring the health of the habitats and ecosystems of the parks' biologically diverse and fragmented lands.

They do so by providing technical expertise and project management across all divisions, ensuring compliance with the National Environmental Policy Act, and working closely with park partners to manage community-based natural resource stewardship programs.

In 2013, the Natural Resources team collaborated with a number of partners on the restoration of lower Redwood Creek at Muir Beach. They also worked on forest restoration at the Phleger Estate, endangered plant habitat restoration on the Presidio, removal of non-native trees to restore endangered mission blue butterfly habitat at Hawk Hill in the Marin Headlands, removal of eucalyptus trees from endangered California red-legged frog habitat in the Redwood Creek watershed, and wetland restoration at Rodeo Beach.

Beyond these restorations, Natural Resources staff conducted monitoring and management of the parks' threatened and endangered



species and eradicated non-native bullfrogs. In conjunction with San Francisco State University, they initiated a project at Muir Woods to map and assess the health of the coast redwood forest using LiDAR imagery data. They also partnered with seven other agencies and organizations to host our annual Science Symposium to review park and Bay Area ecosystem research.

ENVIRONMENTAL & SAFETY PROGRAMS

Champions for Safety and Sustainability

Comprised of professionals in energy efficiency, public health, waste management, and employee safety, the Environment and Safety Programs team provides foundational support for all divisions in working towards the safest possible workplace, parks, and planet.

The Environmental and Safety Programs division's impact spreads beyond the Golden Gate national parks through its role as a regional resource center and seat of the Network Safety Office. Serving 9 parks that span the greater Bay Area from Point Reyes National Seashore to Pinnacles National Monument, this office provides specialized training and support to bolster safety standards throughout the network.

Important successes of 2013 include completing the final stages of clean-up work in the Presidio—the culmination of 15 years of painstaking restoration and rehabilitation work that the division managed alongside our partners at the Presidio Trust—as well as developing and implementing a new public health program

that manages food safety at temporary events and permanent food service establishments throughout the parks. The team also installed a water bottle refill station at the Golden Gate Bridge Pavilion as part of an ongoing effort to eliminate plastic bottles in the parks.

FACILITY MANAGEMENT

Caretakers of Park Lands and Buildings

Maintaining the 20,000 acres of park land that the Golden Gate national parks actively manage is no small feat. That acreage is almost equal in size to the city of San Francisco and requires the same upkeep and service provisions as would any such complex municipality. Facility Management provides that care.

Custodians of these public lands, the Facility Management team rehabilitates, repairs, replaces, and in all ways tends to the astounding array of physical assets contained within the parks—including 1.9 million square feet of building space, over 120 miles of trails, and 41 water and waste water treatment systems.

In 2013, Facility Management played a key role in Project Headlands, replacing most of the potable water lines in the Marin Headlands. They also leveraged the considerable resources of the Golden Gate community by managing nearly 15,000 hours of maintenance work through volunteer programs and through a partnership with the Federal Bureau of Prisons.

Finally, the team completed restroom upgrades at Stinson Beach, Muir Woods, Battery Wallace, and Rodeo Beach.



PLANNING & COMPLIANCE

Mapping the Parks' Future

Through interdisciplinary collaboration, the Planning and Compliance division works with other divisions and a diverse range of external stakeholders to bring innovative plans to life—from initial concept to formal park project.

The division is responsible for long-range transportation planning and land acquisition, in addition to ensuring appropriate environmental compliance and record keeping for numerous near-term resource management and maintenance projects. Park planners also collaborate with external partners in adjacent public lands, working closely with local governments, agencies, and public interest groups on issues that cross jurisdictional bounds.

In 2013, this team moved the General Management Plan into its final stage, bringing the end of this multi-year effort into sight. They also worked on key implementation plans including the Alcatraz Ferry Embarkation project and initiated public involvement stages for the Muir Woods Parking and Shuttle Reservation System. Other near-term projects include a variety of signature Trails Forever projects, such as the Vista Point Trail; Fire Management and interim trail plans in the newly acquired Rancho Corral de Tierra; and projects in the Redwood Creek watershed.

Division staff also supported efforts with City of San Francisco and other local agencies to plan for the Ocean Beach corridor, which faces serious challenges due to sea level rise.

PROJECT MANAGEMENT

Bringing Park Improvements Home

The Project Management division has three primary objectives: to steward the parks' most complex projects from approval to full implementation; to assist the rest of the park staff in meeting best practice standards in the projects they undertake; and to lead the parks' annual Servicewide Comprehensive Call for project funding.

Created in 2011 to respond to a need for coordinated oversight on projects that cross division lines, this newest park office takes projects on at the design phase and shepherds them through completion, coordinating with various park divisions and external agencies as well as ensuring alignment with the Parks Conservancy on joint undertakings. They also set best practices for project management across the parks.

In 2013, the Project Management division focused significant attention on improvements on Alcatraz, concluding stabilization projects on the cliff below the Warden's House and the Dock Guard Tower. They also completed work on Project Headlands (Phase II), Fort Baker Reservoir, and the Presidio Coastal Trail and finalized project designs for Satterlee Road, Alcatraz Guardhouse Complex/Sallyport and Quartermaster's Warehouse, and Pier 2 rehabilitation. Other achievements included finalizing a Letter of Agreement with the Presidio Trust and the Parks Conservancy, an important step in bringing the new Presidio Visitors Center to fruition.



BUSINESS MANAGEMENT

Facilitating Innovative Park Uses

The Business Management division oversees in-park partnerships, lands and real estate transactions, and special park uses. It also contributes to the Golden Gate national parks' financial sustainability by securing and managing approximately \$20 million a year in non-appropriated revenue that can be invested directly back into the parks.

The division manages the parks' portfolio of in-park partnerships, ranging from concessioners and lessees providing food or overnight accommodations to nonprofit organizations providing educational programs. The team also advances regional collaboration and public benefits through formalizing shared commitments with adjacent agencies. Additionally, it facilitates special park uses that run the gamut from international athletic events to independent film shoots and family reunions. Through these efforts, the Business Management team enables a wide array of opportunities for public recreation and enjoyment of the park lands.

In 2013, this team formalized more than a dozen agreements with new or existing partners and facilitated several million dollars of partner investment in preservation and maintenance of park facilities. The division also issued more than 870 Special Use Permits, paving the way for hugely popular events like America's Cup and the Avon Walk for Breast Cancer.

Furthermore, the Business Management division helped administer investments of nearly

\$10 million from concession franchise fees and recreation fees into projects that improve the day-to-day visitor experience in our parks.

COMMUNICATIONS & PARTNERSHIPS

Voice of the Parks

With a constituency of over 7 million engaged citizens in the parks' surrounding vicinity—as well as millions more who visit from around the world—the Communications and Partnerships division plays a vital role in building relationships between parks and the people they serve.

The Communications and Partnerships division serves as the Parks' primary liaison with media outlets, citizens' groups, and elected officials in adjoining jurisdictions. By disseminating information on park policies, issues, and activities, the division works to promote awareness and garner support within the broader community. To ensure that communications flow both ways, the Communications and Partnership division supports public meetings and other forums for community input and involvement.

In addition to managing public communications through traditional platforms and social media, this team also oversees the parks' government and legislative affairs.

The Communications and Partnership division also collaborates closely with the parks' largest partner, the Golden Gate National Parks Conservancy, and is responsible for communications with other major park partners on key projects and initiatives.

ADMINISTRATION

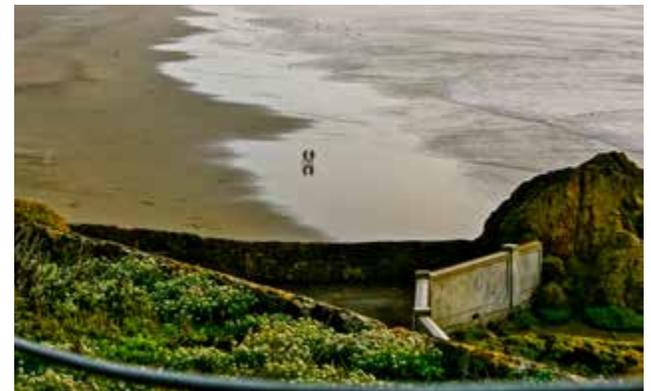
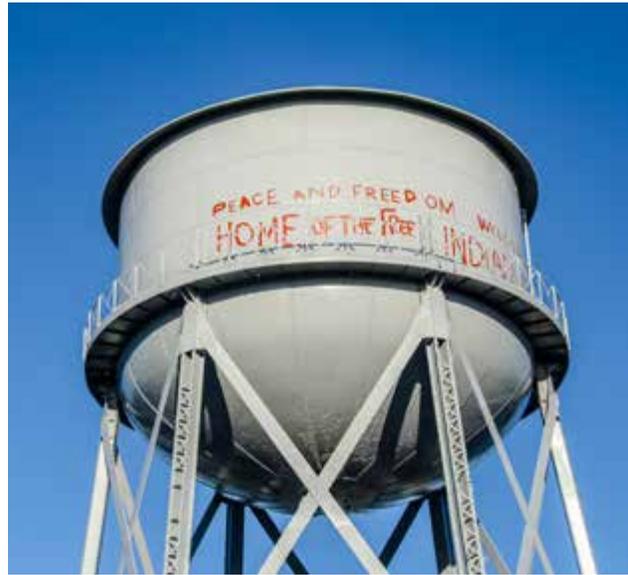
Engine of the Parks' Operations

The Administration division is the behind-the-scenes engine that keeps the parks running. Encompassing Budget, Contracting, and Information Technology (IT) functions, the Administration Office acts as an essential service center for all of the other park divisions, ensuring they receive the information and support they need to keep their work moving forward.

The budget office tracks parkwide spending on the mix of funds that the parks receive from various sources, mapping the inflow and outflow of this intricate financial operation. Contracting leads the park staff in navigating the federal procurement process, facilitating everything from the smallest micro-purchases to the largest construction projects. IT keeps the parks' complex network of technological infrastructure running smoothly from initial setup to end-of-life, providing essential troubleshooting along the way.

In addition to their efforts to keep the parks' operations functioning efficiently on a day-to-day basis, the Administration office focused for much of 2013 on upgrading critical tracking and reporting systems that helped bring the parks up to modern standards.





FINANCIAL REPORT

Like many Federal agencies, the National Park Service has faced budgetary challenges in recent years. Over the last decade, Congressional appropriations to national parks—known as Operation of the National Park Service (ONPS) Funds—have remained flat even as operational costs have increased. Furthermore, in Federal Fiscal Year 2013 (October 1, 2012 to September 30, 2013) the automatic government spending cuts known as the “sequester” went into effect—reducing the National Park Service’s budget by nearly 5% for the year. Federal budget challenges continued into fiscal year 2014, which opened with a 16-day government shutdown that closed all national parks across the country.

The sequester reductions and government shutdown inevitably affected the Golden Gate national parks’ operations. Despite the austere

financial environment, however, the parks were able to accomplish many key priorities, due in part to the non-appropriated revenues we generate. These non-appropriated funds come from a variety of sources, including park entrance and use fees, concession operations, leased facilities, and special events—and are reinvested directly back into park operations and improvements. The parks also received special funding for specific critical-need construction projects; road and highway improvements; and natural resource damage assessments like the one awarded following the 2007 Cosco Busan oil spill.

Federal budget challenges may persist, but the Golden Gate national parks continue to focus on sound fiscal management, operating efficiencies, and opportunities for collaborative park stewardship.

GOLDEN GATE NATIONAL PARKS FINANCIAL SUMMARY

(dollars in thousands)

Fiscal Year Ended September 30, 2013

CATEGORY	ONPS	OTHER	TOTAL
Appropriations and Revenues			
Recurring Revenue:			
Operation of the National Park Service	24,552	-	24,552
Concessions Franchise Fees	-	7,442	7,442
Leasing	-	4,614	4,614
Recreation Entrance Fees and Passes	-	4,078	4,078
Special Events and Miscellaneous Revenues	-	2,740	2,740
Donations and Grants	-	915	915
Cost Reimbursements	-	867	867
Total Recurring Revenue	\$ 24,552	\$ 20,656	\$ 45,208
Non-Recurring Revenue:			
Natural Resource Damage Assessment	-	3,388	3,388
Special Projects	-	2,477	2,477
Federal Lands Highways Program	-	2,235	2,235
Line-Item Construction & Seismic Safety	-	1,250	1,250
Sub-Total Appropriations and Revenues	\$ 24,552	\$ 30,006	\$ 54,558
Less Assessments	(280)	-	(280)
Total Appropriations and Revenues	\$ 24,272	\$ 30,006	\$ 54,278
Obligations and Expenditures			
Program Services:			
Facility Operations and Maintenance	7,370	4,244	11,614
Interpretation and Education	3,294	1,222	4,516
Visitor and Resource Protection	3,496	631	4,127
Planning, Projects and Compliance	892	2,604	3,496
Natural Resource Management	1,191	1,399	2,590
Cultural Resource Management	1,019	995	2,014
Special Events	-	2,055	2,055
Structural Fire and Emergency Services	763	635	1,398
Environmental and Safety Programs	671	490	1,161
Utilities and Radio System	1,214	1,181	2,395
Total Program Services	\$ 19,910	\$ 15,456	\$ 35,366
Management, Administration and Business Services	4,358	1,609	\$ 5,967
Facility Improvements and Construction	-	8,086	8,086
Total Obligations and Expenditures	\$ 24,268	\$ 25,151	\$ 49,419

The FY 2013 financial report reflects several sources of revenue. The parks appropriated funds (ONPS) largely cover the costs of daily operations of the parks for our nearly 17 million visitors. Additional revenue sources supplement these operational funds to enable large scale infrastructure and capital projects, including maintenance projects at Alcatraz and other sites throughout the parks. These non-ONPS funds can often be carried over in order to complete complex projects that span multiple fiscal years.

PARTNERSHIPS

The Golden Gate national parks are part of a larger ecosystem—a network of people, places, and programs that together bring these public lands to life. The commitment to amplifying impacts through strategic partnerships is central to the parks' identity, and permeates every aspect of park operations.

Studio space for artists-in-residence, an environmental science center for teachers and students, and affordable lodging in pristine park settings—these are but a few examples of the incredible array of services that the nearly 30 in-park partners* provide. Other local partners, such as Good Samaritan Family Resource Center, National Japanese American Historical Society, and For-Site Foundation help reach audiences throughout the community who might not otherwise experience the parks' diverse offerings. All told, these partners provide programs and services to millions of visitors—nearly 4.5 million in 2013—and help create outcomes beyond any organization's individual capacity. The Golden Gate national parks are fortunate to count on their contributions.

In 2013, those contributions took many forms. Fort Mason Center broke ground on a \$20 million historic preservation project for the Fort Mason Pier 2 shed, one of the largest partner preservation projects on a single facility in the Golden Gate national parks' history. To foster imagination in young minds, the Bay Area Discovery Museum launched its Center for

Childhood Creativity which raises awareness and offers tools to parents. NatureBridge piloted a teacher training program with San Francisco State University for over 125 student teachers, many of whom benefitted from scholarships that NatureBridge awarded to support the program.

All told, park partners provide programs and services to millions of visitors—nearly 4.5 million in 2013.

In-park partners also joined forces with each other on initiatives and activities. For example, the Marine Mammal Center hosted the esteemed International Association for Aquatic Mammal Medicine at Fort Baker's Cavallo Point Lodge, while Slide Ranch provided farm-based educational programs to A Home Away from Homelessness youth participants.

The Golden Gate National Parks Conservancy



No single partner is more vital to the success of the parks than the Golden Gate National Parks Conservancy. Established in 1981, the Parks Conservancy is the non-profit membership association created to help preserve the Golden Gate national parks,

enhance the experience of visitors, and build a community dedicated to protecting the parks for future generations. The Parks Conservancy delivers acclaimed stewardship and educational programs within the parks, including the Golden Gate Raptor Observatory, the Institute at the Golden Gate, and the Crissy Field Center.

The Parks Conservancy accomplishes its work by facilitating generous contributions from individuals, corporations, and philanthropic foundations. It also generates earned income by operating park bookstores and cafes, creating educational products, and providing park tours. Our flagship partner and most steadfast supporter, the Parks Conservancy is a national leader in fostering community engagement to support national parks, and the Golden Gate national parks benefit greatly from its efforts.



*The term "in-park partners" refers to those organizations that occupy facilities within the parks.

PROGRAMMATIC PARTNERS

A Home Away from Homelessness provides safe and supportive spaces and programs for homeless and formerly homeless youth and families.



Aim High brings future stewards of nature to learn, explore, and restore native habitat at its Reach for a Dream Environmental Home.



Bay Area Discovery Museum is an indoor and outdoor museum where children ages 6 months to 8 years play, discover, and create.



Bay Area Paragliding Association oversees safe paragliding within the park.



Concrete Preservation Institute supports the training and education of college students, youth, and veterans through hands-on concrete preservation work.



Fellow Feathers promotes the sport of hang gliding and supports preservation of the Fort Funston flying site.



San Francisco Unified School District's Environmental Science Center at Fort Funston is a teacher resource center and educational site for students of environmental studies.



Fort Mason Community Garden is a public garden nestled inside Fort Mason.



Fort Mason Center engages and connects people with arts and culture on a historic waterfront campus.



Headlands Center for the Arts is a multidisciplinary arts center dedicated to supporting artists, the creative process, and the development of innovative ideas and artwork.



The Marine Mammal Center rescues and rehabilitates sick and injured marine mammals and inspires their global conservation.



Miwok Stables Center provides public programs, trail rides, boarding, and other equestrian activities in Tennessee Valley.



NatureBridge teaches environmental education in nature's classroom to inspire a personal connection to the natural world and responsible actions to sustain it.



Ocean Riders of Marin offers sustainable horse boarding and preserves the history and legacy of its Muir Beach site.



Pacific Leadership Institute takes outdoor education and teamwork to new heights using adventure challenge courses and trainings to teach leadership and life skills.



Point Bonita YMCA provides environmental education that connects youth and families to nature, science, wellness, and community.



Presidio Riding Club is a cooperative equestrian organization that provides environmentally sound horse care and public programs.



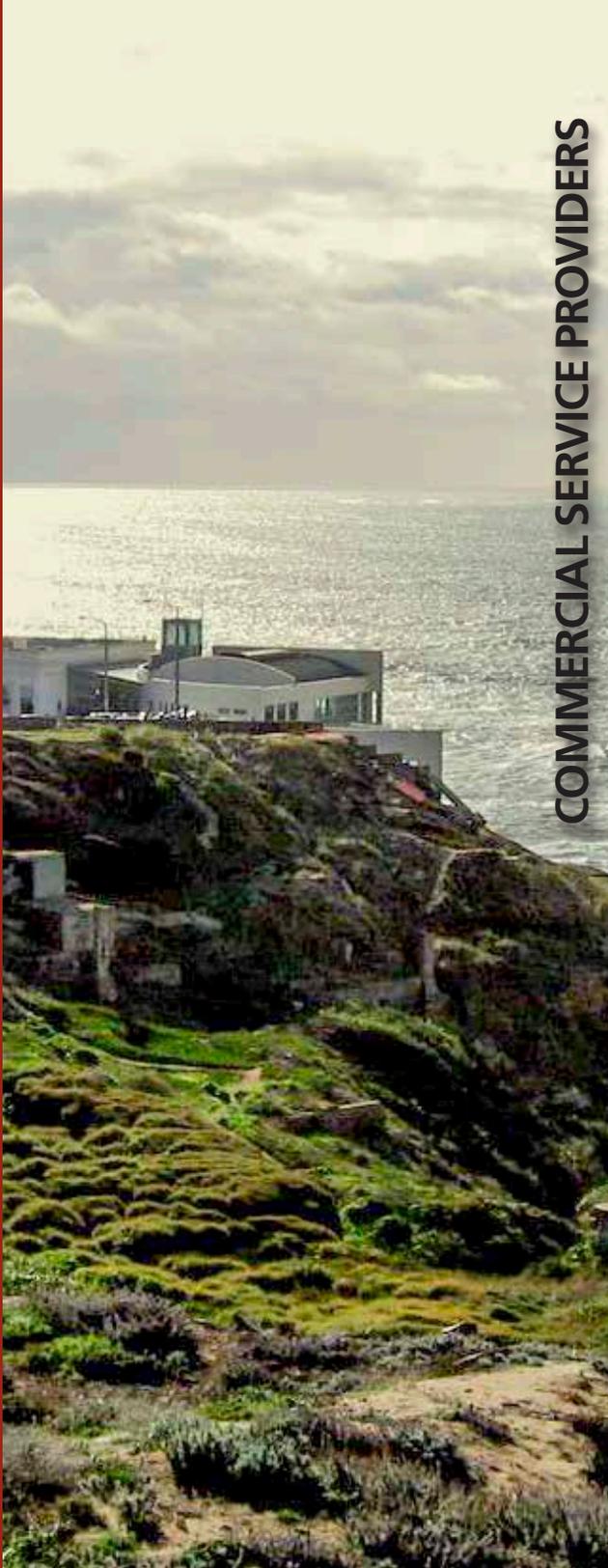
San Francisco Conservation Corps offers young people opportunities to develop academic abilities and marketable job skills through service work.



Slide Ranch plants kids in nature through hands-on educational activities at its teaching farm and coastal wild lands in Marin.



COMMERCIAL SERVICE PROVIDERS



Alcatraz Cruises provides round-trip ferry transportation to Alcatraz Island, including opportunities for visitor orientation and education.



Renegade Ranch is a boarding facility in Montara that works to bring out the best in horses.



The Cliff House Restaurant in the Sutro Historic District offers elegant dining overlooking the Pacific Ocean.



The Siren Canteen on Stinson Beach offers organic, sustainable foods with views of the Pacific Ocean.



Cavallo Point—the Lodge at the Golden Gate features unique historic and contemporary lodging in the heart of Fort Baker.



The Ember Ridge Equestrian Center, located on the edge of Rancho Corral de Tierra, provides access to miles of scenic trail riding.



Hostelling International is a nonprofit organization that provides affordable lodging at historic Fort Mason and Fort Barry.



Louis' Restaurant is a family-run restaurant in the Sutro Historic District.



Moss Beach Ranch is a full service equestrian boarding and training facility located in San Mateo County.



Muir Woods Trading Company provides responsible retailing and sustainable food service.



Ocean View Farms is a small horse boarding facility situated within Rancho Corral de Tierra.



PUBLIC AGENCY PARTNERS

In addition to programmatic and commercial service partners, the National Park Service is fortunate to work closely with a wide range of public agencies, including the Presidio Trust and the California Department of Parks and Recreation. The parks' work would not be possible without the collaboration of these and other important agencies.



Presidio Trust



LEVERAGING SUPPORT

The Golden Gate national parks have always been grounded in the belief that we can do more together. This commitment to robust partnerships and volunteer programs dates back to the parks' founding, and has never been more vital to the successful operations of these parks than it is today. The benefits the parks and visitors receive from the work of partner organizations and volunteers cannot be fully quantified, but these estimates of 2013 contributions offer an approximation of the significant scale of that support.

The Golden Gate National Parks Conservancy, the parks' leading partner, furnished nearly \$30 million in restoration and stewardship of park resources; interpretation and visitor services; and youth, volunteer, and community programs. Collectively, the parks' other non-profit partner organizations also provided nearly \$30 million in programs to a diverse array of visitors throughout the Marin Headlands and San Francisco, while maintaining over 1 million square feet of building space in the more than 200 park buildings they occupy. Furthermore, commercial operators—like those providing ferry service to Alcatraz, food and retail at Muir Woods, dining at the Cliff House restaurant, and lodging at Fort Baker—delivered visitor services worth over \$74 million throughout the year.

Finally, much of the work accomplished throughout the parks could not have been done without volunteers who generously supplied over 455,000 hours in 2013, equating to over \$8 million of donated labor. Volunteerism has

been a cornerstone of the Golden Gate national parks for decades and continues to fuel the spirit of collective stewardship for which these parks are known.

Taken together, these contributions represent at least a dollar and a quarter for every dollar appropriated to the parks in federal operating funds. The parks would not be able to provide the same level of high-quality experiences without this sustained support.

GOLDEN GATE NATIONAL PARKS	
ESTIMATED VALUE OF IN-KIND SUPPORT AND VISITOR SERVICES (dollars in thousands)	
	Fiscal Year Ended September 30, 2013
CATEGORY	VALUE
Aid-to-Park from Golden Gate National Parks Conservancy ¹	\$ 29,832
In-Kind Support from Other Nonprofit Partners ²	\$ 29,670
Estimated Cost Avoidance from Nonprofit and Commercial Partners ³	\$ 4,459
Estimated Value of Volunteer Support ⁴	\$ 8,085
Total Estimated Value of In-Kind Support	\$ 72,046
Visitor Services Delivered by Concessioners & Lessees ⁵	\$ 73,977
Total Leveraged Support	\$ 146,023

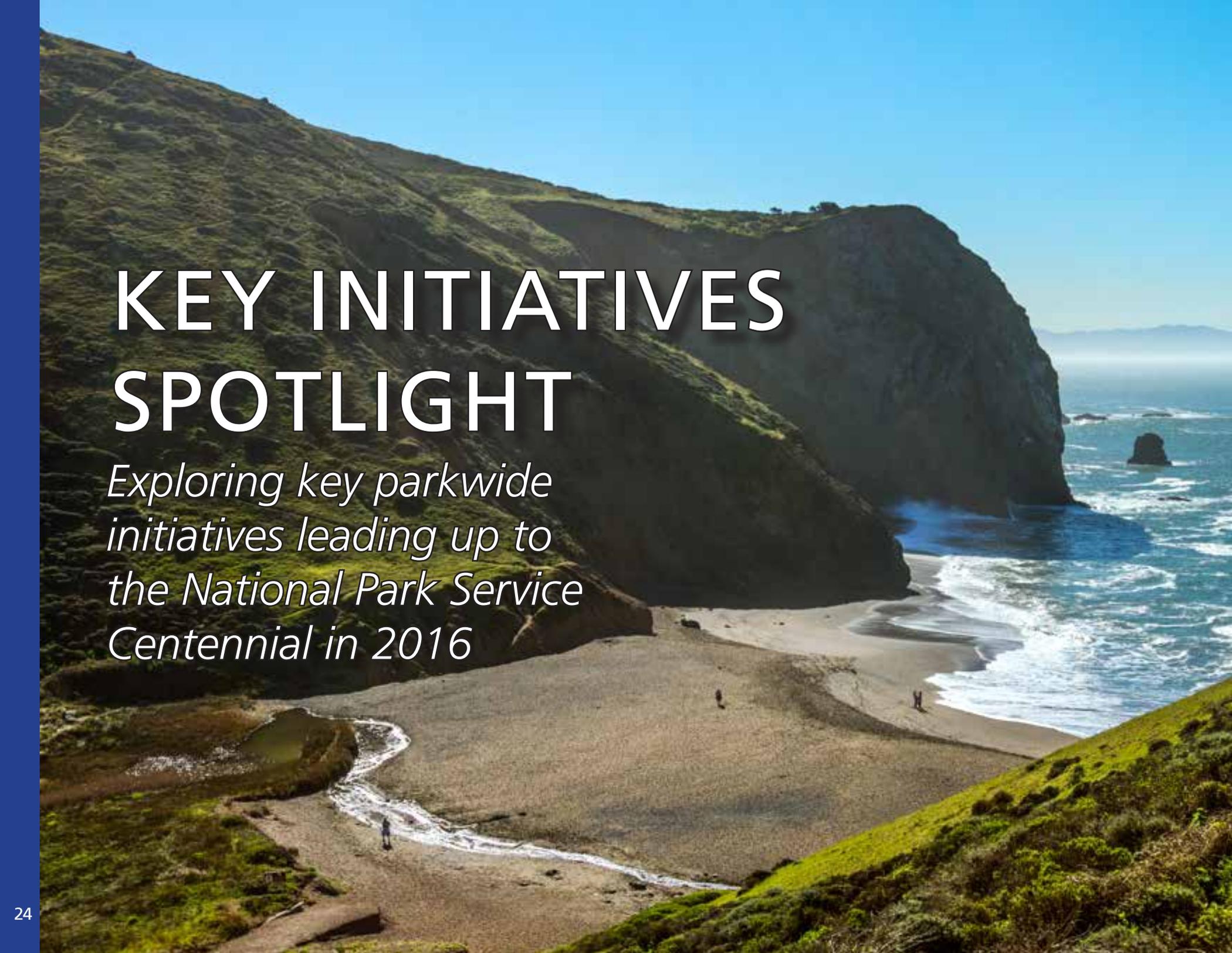
¹ Aid-to-Park from the Golden Gate National Parks Conservancy for 2013 is as reported in their annual report, which follows NPS reporting guidelines and includes some support to other public agency partners.

² Estimated cost of services delivered by non-profit partners operating in the parks. Any payments to the National Park Service have been excluded as these are captured in the financial statement.

³ Estimated cost of facility maintenance and improvements performed by third-party occupants that benefit the National Park Service.

⁴ Calculated according to NPS standards, based on 455,221 hours at a rate comparable to a GS-05/01 temporary employee salary.

⁵ Revenues resulting from services delivered by commercial operators in the parks. Any payments to the National Park Service have been excluded as these are captured in the financial statement.



KEY INITIATIVES SPOTLIGHT

Exploring key parkwide initiatives leading up to the National Park Service Centennial in 2016

As the second century of the National Park Service approaches, the Golden Gate national parks are energized by the opportunity to help redefine what a 21st century national park can be. The early days of the national park system were characterized by formation and expansion—establishing protected areas and developing the infrastructure to manage them. At this juncture, the National Park Service must explore an evolving role in society, one that prioritizes personal engagement, sophisticated stewardship, and innovative contributions to address pressing threats to our natural world.

The Golden Gate national parks are well positioned to carry out this mandate. With long-term guidance from the General Management Plan and an overarching vision from the Servicewide Call to Action Centennial challenge, the parks have identified several priority areas to emphasize in order to meet the demands of the next century.

In addition to operational improvements within the National Park Service—such as employee development and workplace safety—these priorities include several outward-facing initiatives designed to help us engage with the diverse 21st century audiences that make up our nation and our community.

From promoting health to reducing our carbon footprint, these are areas in which the parks have already begun to invest and which will continue to guide decision making in the years to come.

KEY INITIATIVES SPOTLIGHT

🌀 IN OUR BACK YARD

Connecting Urban Populations to Natural Places

🌀 PARKS FOR THE FUTURE

Building the Next Generation of Park Stewards

🌀 IT'S GOOD FOR YOU!

Promoting Health and Wellness in the Parks

🌀 SUSTAINABILITY

Making the Parks Part of the Solution

An aerial photograph of a coastal city, likely San Francisco, showing a large bay, rolling green hills, and a prominent tower on a distant hill under a blue sky with white clouds. The city buildings are visible in the distance across the water.

IN OUR BACK YARD

*Connecting
urban
populations
to natural
places*

Like much of the world, America is urbanizing quickly. Over half of the world's population count themselves as urban dwellers already, and by 2030 it is estimated that more than 85% of Americans will live in cities. As this trend towards urbanization gathers steam, so too does the growing emphasis on finding ways for the natural environment to coexist comfortably with its human neighbors.

The National Park Service recognizes that national parks in urban areas play an important role in this process. The Call to Action Centennial goals outline two initiatives in particular that aim to capitalize on the potential of urban parks to >>

serve as a gateway to the great outdoors, while still fulfilling their foundational mission of preservation. The first, “In My Back Yard,” focuses on raising awareness of and access to outdoor recreation experiences close to home, while the second, “Parks for People,” seeks to engage local populations in natural resource conservation.

At the Golden Gate national parks, people have always been part of the story. For decades, hikers, bikers, joggers, dog walkers, beach combers, and countless other outdoor enthusiasts have made the parks a recreation mecca. The National Park Service also provides and supports opportunities specifically designed to introduce people to new experiences in the parks. Permitting a broad spectrum of events and activities is one clear example: Nearly 1 million people visited the Golden Gate national parks in 2013 to participate in events of all sizes, from family picnics to the San Francisco Marathon and America’s Cup. Another is the “Roving Ranger,” a reconfigured bread truck-turned-mobile trail head that serves as a visitor center on wheels to provide information and educational programming inside and outside the parks. Furthermore, partnerships with organizations like the Pacific Leadership Institute, which introduces over 6,000 urban youth to national parks annually through its Fort Miley Adventure Challenge Course, deepen and diversify the avenues for public engagement within the parks.

The parks also work to foster a sense of collaboration with neighboring communities by facili-

tating stewardship and public engagement. For example, the parkwide Habitat Restoration and Stewardship program involves over a thousand volunteers each year in removing invasive species and restoring native landscapes, while the recent BioBlitz event drew more than 9,000 participants to collectively catalogue the parks’ staggering biodiversity. In the newest park lands in San Mateo, 4 community forums and volunteer days in 2013 brought the community together to work for restoration. Public meetings—the parks held over a dozen in 2013—allow citizens to add their voices to the decision making process and stay informed about park projects.

Nearly 1 million people visited the Golden Gate national parks in 2013 to participate in events of all sizes, from family picnics to the San Francisco Marathon and America’s Cup.

The parks’ urban setting is woven into our identity, and we recognize the integral role that local communities have played in the creation, development, and ongoing enhancement of these protected lands. Looking ahead to the second century of the National Park Service, the Golden Gate national parks will continue to support the goal of helping people connect to the great outdoors and discover the untold wonders right in their own back yards.



A young girl with long dark hair is looking through a magnifying glass at a green slug held in an adult's hand. The girl is smiling and looking intently at the slug. The background is slightly blurred, showing another person in a blue shirt with a logo.

PARKS FOR THE FUTURE

*Building
the next
generation
of park
stewards*

No effort to engage the public would be complete without special attention to youth, and at the Golden Gate national parks, youth programming has become a hallmark. The parks make every effort to expand opportunities for young people to enjoy their public lands, in keeping with the Department of the Interior's Youth Initiative as well as the Call to Action Centennial goals. Recognizing that national parks have not historically reached all sectors of the population, the Golden Gate national parks invest specifically in connecting with underserved segments of the youth population to ensure equal access for all.

The parks take a “Ladder of Engagement” approach, a guiding philosophy for forging a lifelong relationship between young people and national parks. This relationship often begins with students, who visit the parks through formal educational programs like Parks as Classrooms, which provides park-based learning experiences relevant to urban youth. Young people also experience the parks through the range of service learning events, youth development programs, and self-guided tours offered in conjunction with park partners. Each year, the parks reach more than 60,000 young people through these efforts.

The parks also support academic internships through the new National Parks Student Opportunity Center. In these positions, college students gain valuable hands-on experience and deepen their understanding of the parks. In the last two years, nearly 60 academic interns—the majority of whom came from underrepresented populations within the community—have graduated from the program.

Of course, none of the parks’ youth programming would be possible without the close collaboration of park partners. The Crissy Field Center in particular—operated in partnership with the Parks Conservancy and the Presidio Trust—hosts a wide range of youth-centered programming from summer day camps

and overnight camping trips to leadership development programs like I-YEL (Inspiring Young Emerging Leaders) and Urban Trailblazers. The Center stands out for its commitment to providing the majority of its programming at low or no cost to participants, making it possible to engage young people who have traditionally had little access to their national parks.

Each year, the parks reach more than 60,000 urban youth through educational programming.

To improve the way in which we coordinate, deliver, and evaluate these programs, the parks recently partnered with the Parks Conservancy and the Presidio Trust to create the Park Youth Collaborative. This Collaborative will establish indicators to measure program impacts and ensure that our approach to youth engagement remains effective and relevant even in changing times.

The deep commitment to working with young people of all backgrounds, combined with dedication to examining and improving upon results, has earned the Golden Gate national parks a reputation as a leader in forging new paths for youth engagement. Strengthening this work will continue to be a top priority in the years ahead.

BRENNA CRUZ, ACADEMIC INTERN

San Francisco State University sophomore Brenna Cruz has lived in the Bay Area just over a year, but never realized that the national parks were part of the community. “I didn’t even know we had a national park here,” Brenna explains—not until her roommate picked up a flyer about the parks’ academic internship program from the Roving Ranger during one of its trips to campus. Brenna applied to an opening in her field of study, photojournalism, and was selected for the job from a competitive pool of applicants.

Now, she manages the parks’ photo library, coordinates volunteer photographers (including the rush for real time updates during the 24-hour BioBlitz event), and contributes her own photos for use on the parks’ social media sites. “No other internship could have taught me so much about the parks—how

they impact my daily life in ways I didn’t even realize—while also giving me the opportunity sharpen my own photography skills and learn to use industry-standard software like Photoshop and Lightroom.” The experience she has gained at the parks, Brenna adds, will prove useful for her ultimate career aspirations of being a photo editor at a major publication.

Brenna is one of 39 academic interns serving in the parks in 2014 through this innovative program to help young people envision and build careers in public service.





IT'S GOOD FOR YOU!

Promoting Health and Wellness in the Parks

The Bay Area has long been at the forefront of healthy eating and lifestyle trends, and the Golden Gate national parks make it a priority to uphold the region's reputation as a leader in these areas.

In 2011, we joined forces with the Institute at the Golden Gate, an initiative of the Parks Conservancy, to bring together health care professionals, business leaders, environmentalists, and government officials—including National Park Service Director Jon Jarvis—for the first-ever >>

Healthy Parks, Healthy People U.S. conference. The conference sparked a movement within the parks to set an example for healthy living and provide more opportunities for the public to join in. In the years since, the Golden Gate national parks have helped drive this movement forward by promoting health and wellness through outdoor recreation and leading a national campaign to provide sustainable and nutritious foods throughout the national park system.

The first step was launching the Healthy Parks, Healthy People: Bay Area Collaborative in conjunction with the Institute at the Golden Gate, the San Francisco Health Department, and a multitude of local public health providers. Since the program's inception in 2013, new park visitors from the Mission, Bay View Hunters Point, Chinatown, and other San Francisco neighborhoods have traveled to the park every first Saturday of the month to partake in fitness activities provided in English, Spanish, and Cantonese. As a result of this program, hundreds of first-time park users are taking steps to improve their health and get to know their public lands.

In addition to this monthly wellness series, the parks also play a leadership role in the Parks Prescription Program, in which doctors prescribe physical activity in local parks. Championed by the Institute at the Golden Gate, the Parks Prescription idea has taken root in recent years to combat

skyrocketing rates of chronic diseases and reduced levels of physical activity. By collaborating with health professionals to incorporate outdoor physical activity into preventative care regimens, Park Prescriptions takes advantage of the varied fitness opportunities that these parks naturally provide.

Through these programs, the parks actively advance the National Park Service's health and wellness priorities, outlined in the Call to Action, while supporting the President's "America's Great Outdoors" initiative and the First Lady's "Let's Move" Campaign to combat childhood obesity.

Beyond fitness, the Golden Gate national parks have been advocating for healthy eating ever since pioneering nutritious, sustainable food practices through the contract with the Muir Woods Café. Today, as the National Park Service spotlights healthy eating through its "Eat Well and Prosper" initiative, the Muir Woods Café is regularly cited as the model for the new concession standards introduced nationwide in 2013. These standards enshrine the principles of local and organic sourcing, sustainable packaging, and responsible waste management first exhibited here.

Through all of these changes, the Golden Gate national parks are demonstrating how national parks can be a force for positive change in our communities—one hike and one healthy snack at a time.





SUSTAINABILITY

Making the Parks Part of the Solution

In delicate ecosystems like those at the Golden Gate national parks, the effects of climate change pose a significant challenge. To meet this challenge, the parks are taking a proactive stance to prepare for the consequences of rising temperatures while also working to mitigate human impact. Led by an interdisciplinary parkwide task force—the “Green Team”—we are adapting park operations, educating visitors about the risks of the global warming trend, and monitoring the parks’ many fragile habitats to protect them from adverse effects.

The effort starts close to home. In recent years, the parks have shifted increasingly towards a carbon-neutral position across all operations. As a result of enrolling in Marin Clean Energy's Deep Green program, the parks now generate 100% of the energy used in Marin County from renewable sources. In addition to this supply, wind turbines and solar panels installed across the parks have begun to produce clean energy to supplant traditional sources. In 2013, an ambitious solar project on Alcatraz came online—it now provides more than half of the total energy used on the island—and solar panels were installed on other park buildings in accordance with historical preservation guidelines. Through all of these changes, the parks use of renewable energy has increased to almost 60% of total energy consumption.

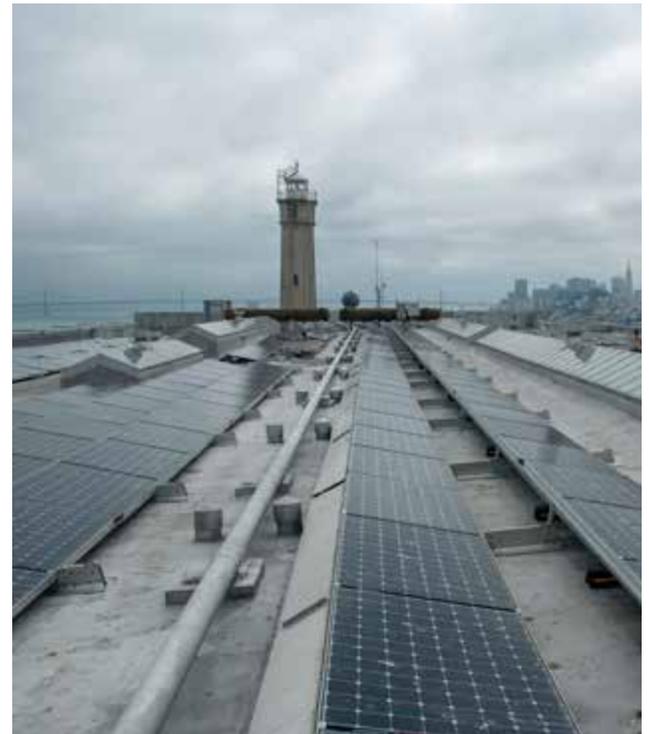
A commitment to clean energy also means reducing reliance on petroleum. To do that, the parks replaced 79% of sedans with hybrid or electric vehicles, leading to a 5% decrease in gasoline usage across our fleet. To help others do the same, the parks have installed electric vehicle charging stations at Muir Woods and Crissy Field. Between these two stations, up to four electric vehicles can recharge—for free—at any given time.

Because landfills are an important source of greenhouse gas, the parks have also demonstrated a strong commitment to waste diversion—preventing waste through source reduction, recycling, reuse, or composting. By following strict standards in park operations—including phasing out the use of plastic water bottles, providing Green Event Guidelines to

special permit holders, and requiring major construction projects to commit to at least 75% waste diversion, the parks have made major strides in waste reduction.

Renewable sources account for almost 60% of the parks' total energy consumption.

Finally, through a number of alternative transportation projects in the planning stages or underway, the parks are working to expand and promote viable public transportation options to reduce the number of cars on the road and limit the impact of park operations on the ecosystems around us.



LOOKING AHEAD

A glimpse at what's on the horizon



In addition to ongoing work on key initiatives, the parks are gearing up for a busy few years with special projects and day-to-day park management. Operations divisions will continue to provide the core foundation of maintenance, administration, and law enforcement that enables all other work in the parks, and notable future projects will include:

SAFETY

Park staff will tackle upcoming safety initiatives such as implementing a Visitor Accident Review Board to identify risk vulnerabilities and developing specialized trainings to address the range of safety issues commonly found in federal land management. The parks' robust employee Safety Committee will also continue to organize an annual Health and Safety week to help inspire a workplace culture that puts safety first.

MUIR WOODS TRANSPORTATION

The parks are considering changes to the Muir Woods visitor management and access system are to better protect resources, provide an enhanced visitor experience, and reduce traffic congestion in the vicinity.

ALCATRAZ PRESERVATION & STEWARDSHIP

Work will continue on major seismic stabilization and other infrastructure projects underway at Alcatraz, including the Guardhouse Complex/Sallyport, the Cell House, and the Quartermaster's Warehouse.

INFRASTRUCTURE UPGRADES

Upgrades will improve critical infrastructure throughout the parks, including the electrical and waste water systems at Fort Mason,

the septic system at Stinson Beach, the Baker/Barry tunnel, and Satterlee Road at Fort Baker—the last major project after more than a decade of work to transition this former military post fully into the parks.

PRESIDIO VISITOR CENTER

The Presidio Visitor Center will reopen in 2016 through tri-agency collaboration between the National Park Service, the Golden Gate National Parks Conservancy, and the Presidio Trust. The center will orient first-time visitors, provide rich site-specific information, and help the public understand the vivid history and stunning natural resources of the parks. This effort coincides with the broader project, led by the Presidio Trust, to create 13 acres of new parkland connecting Crissy Field to the Presidio's Main Post.

CRISSY FIELD REFRESH

The parks will work alongside the Parks Conservancy to implement upgrades to Crissy Field, including a rehabilitation of the Promenade/Bay Trail. These improvements follow an extensive period of community engagement to solicit visitor feedback on they way the public currently experiences this beloved site, and aim to provide an even more inclusive, sustainable design for the future.





TAMALPAIS LANDS COLLABORATIVE

Four public agencies—the National Park Service, California Department of Parks and Recreation, Marin County Parks, and Marin Municipal Water District—will coordinate their resources, along with philanthropic support of the Golden Gate National Parks Conservancy, to undertake improvements to resource management and visitor opportunities in the nearly 20,000 acres of the Mount Tamalpais Watershed.

TRAILS FOREVER

Staff from the National Park Service, the Presidio Trust, and the Parks Conservancy will come together along with volunteers from the community—including school groups, corporate groups, park partners and individuals—to improve the parks' trail network and restore habitats. Trails Forever celebrated its tenth anniversary in 2012 and continues to play an integral role in creating and maintaining a world-class trail system in the parks.

CARBON NEUTRALITY

The parks will continue to work towards the goal of achieving carbon neutral status as part of a commitment to sustainability and climate change mitigation. This effort includes updating the parks' Climate Change Action Plan this year to build on successes and lessons learned from the 2008 plan.

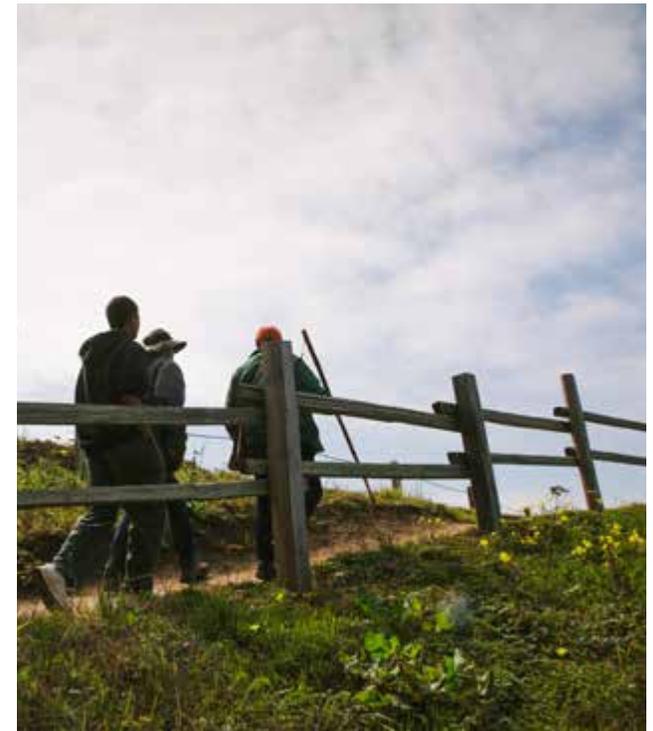
PARK PLANNING

Implementation will begin on the General Management Plan as the parks work to finalize other key planning efforts, such as Dog Management and Alcatraz Embarkation,

and continue to collaborate on interagency projects such as the Ocean Beach Master Plan. At the same time, the parks will work to strengthen the management and monitoring of visitor use at sites like Muir Woods and Alcatraz to protect resources and ensure quality visitor experiences.



These initiatives are all designed to further the parks' overarching goals: to be a stalwart protector of the natural and cultural treasures within these lands and a first-class model for public engagement and recreation—now and for generations to come.





GETTING OUT & GETTING INVOLVED

Be part of your parks! Opportunities to learn, volunteer, or share your voice are plentiful at the Golden Gate national parks. Here are some ways to get involved:

Stop in at a Visitor or Information Center

Get more information about the parks any of the following locations:

Alcatraz Island
Fort Mason Building 201
Fort Point National Historic Site
Golden Gate Bridge Pavilion
Lands End Lookout
Marin Headlands
Muir Woods National Monument
Presidio of San Francisco
Pacific West Regional Information Center

Enjoy a Park Program

Throughout the week, park rangers offer interpretative walks and activities to guide visitors through the finer points of the parks' historical, natural, and cultural attractions. Find an activity to fit your interests at www.parksconservancy.org/events/

Become a Volunteer

Volunteer activities occur every day. Become a steward of your favorite park site, help restore Alcatraz's historic gardens, or join the invasive plant patrol to stop the spread of unwanted vegetation. To learn more about these options and join in, visit www.nps.gov/goga/support-ourpark/volunteer.htm

Join the Golden Gate National Parks Conservancy

Become one of over 12,000 members of the best support organization in the National Park Service. Enjoy member benefits and support the parks. To learn more, visit www.parksconservancy.org/get-involved/donate/membership/

Intern in the Parks

Internships are a great way to experience the parks firsthand and behind the scenes, while also building skills you can use anywhere. Academic and other long-term opportunities can be found at: www.parksconservancy.org/get-involved/volunteer/internships/

Connect to the Parks' Partners

To get involved with any of our park partners, visit our partner page at www.nps.gov/goga/planyourvisit/partners.htm

Attend Public Meetings

Public forums will be announced as they are scheduled at www.nps.gov/goga/parkmgmt/publicinvolvement.htm

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Text GGNRA to 22828 or, visit nps.gov/goga and click "Join our Email List" in the Features box.



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